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MEMORANDUM FOR: Secretary, CIA Management Committee

SUBJECT : Career Management of Clerical Employees

REFERENCE : Memo for CIA Mgmt. Comm. fr DDO dtd 29 Jun 74,
subj: Agency Senior Secretaries--Their Grades
and Their Career Management, w/atts. (MCA-97)

1. Attached to this memorandum are two position papers prepared by members of my staff. They reflect my present feeling with respect to the issues raised in the reference. I might add, however, that the matter of the career management of Agency clerical personnel particularly secretarial employees presents such difficult questions for me that considerably more review should occur before I will be satisfied that the system as proposed in the attachment represents the best choice. For example, what change in role of the Office of Personnel would effect improvement in the management of career programs by Career Services? Would a more centralized management of clerical employees offer greater flexibility in the use of Agency clerical resources?

2. I am impressed with the activity by Career Services in the review and modification of personnel management practices. Innovations are being contemplated which should add to and improve the quality of ongoing career programs and management systems. Career Service Heads appear to be clearly striving to enlighten employees as to those particulars of Career Service operations of special interest and meaning to the employee. PASG, of course, emphasized the role of the Deputy Directors in actively developing and monitoring the use of their human resources.

3. With so much effort being spent at this time in dealing with approved PASG recommendations, I know that significant benefits will be realized. I wonder, however, whether the full impact of meeting these new personnel management responsibilities can be appreciated by all management levels at this time. With career management of professional employees at the GS-09 level and above now required under PDP, a great deal of work must be done by some Career Services in identifying developmental profiles and the extra-Career Service developmental experience needed to assure the proper and systematic development of young professional employees. It may well be that as

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more experience is gained with such development programs, the Agency will be in a better position to know how it may best manage its clerical resources.

F. W. M. Janney
Director of Personnel

Att

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